UNDERSTANDING CONSUMER-COMPANY

IDENTIFICATION: THE INTERACTIVE

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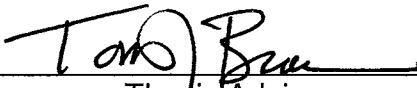
ASSOCIATIONS AND

SELF-SCHEMA

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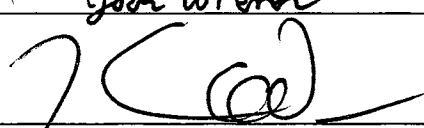Edwardsville, Illinois
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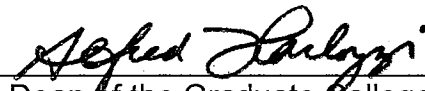
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CHAPTER 1

INTRODUCTION

Marketing and organizational behavior researchers have demonstrated increasing conceptual and empirical interest in the notion of identification (e.g., Ashforth and Mael 1989; Bergami and Bagozzi 2000; Bhattacharya, Rao, and Glynn 1995; Bhattacharya and Sen 1993; Dutton, Dukerich, and Harquail 1994). Identification has been defined as "the cognitive connection between the definition of an organization and the definition a person applies to him-or herself" (Dutton et al. 1994, page 242). In effect, identification refers to the degree of overlap between the attributes of an organization and the attributes of an individual as judged by the individual (Bergami and Bagozzi 2000).

The identification concept is an outgrowth of social identity theory, which came originally from the discipline of social psychology (e.g., Tajfel 1972, 1978, 1985). The basic premise of social identity theory is that individuals derive meaning about themselves from the groups of which they are members and that greater identification between an individual and a particular group will lead to enhanced behaviors that are favorable to the group and/or unfavorable to those outside the group. The notion of group membership has been taken quite loosely, however. As Mael and Ashforth (1995, page 313) comment,

"identification does *not* require actual affiliation or a desire for future affiliation, nor admiration for or even knowledge of specific group members."

Although marketing researchers have examined some correlates of identification (e.g., Bhattacharya et al. 1995; Bhattacharya and Elsbach 2002; Brown et al. 2003), investigated the role of identity salience in relationship marketing (Arnett, German, and Hunt 2003), and proposed a conceptual model of antecedents and consequences of consumer-company identification (Bhattacharya and Sen 2003), there remains much that we do not understand about how individuals actually gauge the degree of identification between themselves and a particular organization. As Bergami and Bagozzi (2000, page 573) noted, "Future research should more formally investigate... how a member's own stereotypes... are reconciled with perceptions of organization stereotypes."

There is still a great deal of research needed concerning consumer identity and self-concept research. "Consumer self-concept is still in its infancy stage. Much work is needed in theoretical generation, model construction, and method development" (Sirgy 1982, p. 297). Accordingly, the primary research question guiding this project was: **How do corporate associations and self-concept associations influence the degree of cognitive identification with a company?** Although prior empirical models (e.g., Bergami and Bagozzi 2000) have investigated the influence of corporate information on identification, none have included measures of self-schema. I investigated an interactive relationship between corporate associations and the self-schema in prediction of overall identification. Researchers will find another variable in defining identification that

has not been previously examined. This may lead to a richer understanding of how identification forms.

The role of self-monitoring was also examined. Self-monitoring describes the extent to which an individual's behavior is a guide for their expressive behavior. This study asked whether the extent of self-monitoring within an individual affects the formation of identification.

Managers may apply these findings to their corporate communications (public relations and advertising) to further consumer loyalty as well as expand their market segment. A consumer who identifies with a company is more likely to purchase goods from that firm.

The following section contains a review of the relevant literature and background of social identity, identification, and self-concept (specifically focusing on self-schema). While each of these concepts have been the subject of prior research, this is the first time they have been synthesized and empirically tested in terms of the model proposed in this study. This is followed by the development and testing of propositions concerning the effect of these corporate associations and self-schemas on overall consumer-company identification.

CHAPTER 2

REVIEW OF THE LITERATURE

In this chapter I reviewed the salient literature concerning identification in a number of contexts. First, I began by reviewing the theoretical basis of identification, focusing on its roots in social psychology, specifically examining social identity theory. Following this, I examined identification in the marketing literature in order to show where my research will add to the overall knowledge of this area. Lastly, I examined research that has been done on the concept of self and how this provides a background of the integration of self and identification in a marketing context.

Social Identity Theory

Tajfel (1972) defined social identity as "the individual's knowledge that people belong to certain social groups together with some emotional and value significance to him of this group membership." Tajfel (1978) later extended this definition of social identity, defining it as "... that part of an individual's self-concept which derives from his knowledge of his membership in the social group (or groups) together with a value and emotional significance attached to that membership." Tajfel and Turner (1986) further refined the definition of social

identity, referring to it as "those aspects of an individual's self- image that derive from the social categories to which he perceives himself as belonging."

This definition was based on three general assumptions:

1. "Individuals strive to maintain or enhance their self-esteem: they strive for a positive self-concept."

2. "Social groups or categories and the membership of them are associated with positive or negative value connotations. Hence, social identity may be positive or negative according to the evaluations of those groups that contribute to an individual's social identity." This assumption will prove especially important when looking at predictors and modifiers of this study.

"The evaluation of one's own group is determined with reference to specific other groups through social comparisons in terms of value laden attributes and characteristics."

From these assumptions, Tajfel and Turner stated three theoretical principles concerning social identity:

1. "Individuals strive to achieve or to maintain positive social identity."

2. "Positive social identity is based to a large extent on favorable comparisons that can be made between in-groups and some relevant out-groups."

3. "When social identity is unsatisfactory, individuals will strive either to leave their existing group and join some more positively distinct group and/or to make their existing group more positively distinct."

To summarize, Tajfel and Turner focused their attention on intergroup behavior. They hypothesize that social classification enabled individuals to locate or define him- or herself in the social environment. Basing their beliefs on social identity theory, they find self-concept composed of a personal identity (with certain individual idiosyncratic characteristics) and a social identity (involving salient group classifications). A great deal of work on social identity theory in the organizational behavior literature has focused on the same area (Table 1).

Ellemers, Kortekaas, and Ouwerkerk (1999) identified three components of organizational social identity that serve as a guide to the basic differences between approaches. The cognitive component defines self-categorization, a cognitive awareness of one's social identity. A person's emotional involvement with a group defines affective commitment. Last, they hypothesized that there was an evaluative component, which they defined as a group self-esteem derived from the value connotation of a particular group membership (Ellemers et. al., p. 373). As shown in Table 1, many other researchers have defined identification as containing a cognitive element.

The theoretical underpinnings of this paper began with Tajfel and Turner, as defined by Bergami and Bagozzi (2000). Bergami and Bagozzi emphasized the cognitive element of identification, as opposed to the affective and/or the emotional components identified by Ellemers et al. (1999). This distinction is important because, prior to this, the affective component of identification was emphasized in the literature. Mael and Ashforth (1989) defined identification as "the perception of oneness with or belongingness to some human aggregate."

They claim identification is "a perceptual cognitive construct." However, their definition seems to emphasize an affective component. Terms such as "belongingness" seem to be affective and emotional rather than cognitive. Furthermore, their reformulated model of organizational identification (1992) emphasizes "the perception of oneness with or belongingness to an organization." They proposed that individuals have a "sense of connectedness" to an organization. This appears to be an affective element predominant in their definition. This is significant because many other researchers cite Mael and Ashforth as the basis for their research (Bhattacharya, Rao, & Glynn 1995; Elsbach & Glynn 1996).

One additional component involves the process of comparing personal attributes to organizational attributes (Bergami and Bagozzi 2000). Another possible interpretation of organizational identification is as a process in which an individual's beliefs about their organization become "self-reverential or self-defining" (Pratt 1998, p. 201). Further, it is possible to hypothesize additional components, which was a goal of this study. It is also worth noting here that many researchers emphasize the process by which identification occurs (Foote 1951; Pratt 1998; Scott and Lane 2000). Pratt (1998) bases his research on identification being a cognitive process, an important point that also will be shown here.

Identification

Following is a selective chronological examination of significant research concerning identification. Note that the concepts of social identity and of identification (ID) are frequently blurred.

Table 1 - Approaches to Identification (ID)

Authors	Definitions of Identification	Primary Point of View	Empirical Results
Foote (1951)	Appropriation of and commitment to a particular identity or a series of identities	ID as a process of ever evolving self-conceptions and ratifications by significant others; individuals have multiple identities	No
Tajfel (1982)	Social behavior: In relevant intergroup situations, individuals will not interact as individuals, on the basis of their individual characteristics, but as members of their groups' standing in certain defined relationships to members of other groups	ID has a cognitive and an evaluative component	No
Weiner (1982)	Internalized normative beliefs	ID and loyalty and duty are antecedents to commitments	No
Cheney (1983)	ID with organizations or anything else is an active process by which individuals like themselves to elements in the social scene	Process	No

Authors	Definitions of Identification	Primary Point of View	Empirical Results
Albert & Whetten (1985)	Identify: that which is central, distinctive, and enduring about an organization	Developing the concept of organizational identity	No
Tajfel & Turner (1986)	Social identify: those aspects of an individual's self-image that derive from the social categories to which he perceives himself as belonging	Cognitive tools that segment, classify, and order the social environment. The individual knows he belongs to certain social groups together with some emotional and value significance to him of this group membership	No
Ashforth & Mael (1989)	The perception of oneness with or belongingness to some human aggregate	ID is a perceptual cognitive construct not necessarily associated with any specific behaviors or affected states	No
Dutton & Dukerich (1991)	see Ashforth & Mael (1989)	Satisfaction with the organization, its reputation, frequency of contact, and visibility of the affiliation influence the members' level of ID	No
Mael & Ashforth (1992)	see point of view ➡	Proposed a reformulated model of organizational ID: The perception of oneness with or belongingness to an organization, where the individual *defines* himself in terms of the organization(s) in which he is a member	Found general support for the reformulated model of OID
Sutton & Harrison (1993)	The relative strength of an individual's commitment to an organization	Questions the validity and reliability of O'Reilly & Chatman's (1986) organizational commitment survey in favor of Meyer & Allen (1984)	No
Dutton, Dukerich, & Harquail (1994)	The cognitive link between definitions of the organization and the self	A cognitive image held by a member of the organization	No

Authors	Definitions of Identification	Primary Point of View	Empirical Results
Bhattacharaya, Rao & Glynn (1995)	(see Ashforth & Mael, 1989) ID is a perceived oneness with or belongingness to an organization of which the person is a member	ID comes from organizational and product characteristics, affiliation characteristics, and activity characteristics	Members do identify with organizations. ID an be created by dedication to the customer, opportunities for public displays of association, active alignment with and support of social causes, and distinctive human resource policies
Aronson (1995)	ID is a response to social influence brought about by an individual's desire to be like the influencer	Introduction to social psychology	No
Mael & Ashforth (1995)	OID: a form of social ID where people define themselves in terms of their membership in a particular ogranization	Organizational ID used to predict attrition	OID used to develop biodata
Ashforth & Mael (1996)	Defines organziatioal identity, not ID	Benefits of ID: a sense of distinctiveness, empowerment, and changing; however, also a sense of ambivalence	No
Elsbach & Glynn (1996)	see Dutton et al. (1994) and Ashforth & Mael (1989)	Employees' organizational ID is embedded in the organization's strategic reputation	No
Ashforth & Saks (1996)	see Ashforth & Mael (1989)	Socialization tactics for newcomers to an organization were positively related to OID	Used Mael's (1988) 6 item scale to measure OID
Glynn (1998)	see Ashforth & Mael (1989)	Need for organizational ID (nOID): an individual's need to maintain a social identity derived from membership in a larger, more impersonal general social category of a particular collective	No

Authors	Definitions of Identification	Primary Point of View	Empirical Results
Pratt (1998)	ID: a fundamental human process whereby an individual's beliefs about an organization become self-referential or self-defining	A cognitive process	No
Ellemers, Kortekaas & Ouwerkerk (1999)	Social ID has 3 components	Cognitive, evaluative, and emotional aspects	The 3 components are differentially related to social identity
Bergami & Bagozzi (2000)	OID is a form of social identify whereby a person comes to view himself as a member of a particular social entity, the organization; ID: the degree of overlap between self-schema and organizational schema	The cognitive component of organizational identity is self-awareness of one's membership in the organization	Employed a new scale; found 2 antecedents of cognitive organizational ID (organizational prestige and organizational stereotypes) enhanced self-categorization
Scott & Lane (2000)	The process of becoming identified with an organization, how beliefs aboutr an organization become a self-referential	A process of iterative interations; people identify with organizations when they perceive an overlap between organizational attributes and individual attributes	No
Hogg & Terry (2000)	see Tajfel & turner (1986)	Examined how social categorization theory produced depersonalization, which is responsible for social identity phenomena	No
Bhattacharya & Sen (2001)	ID stems more from a company's corporate social responsibilities (CSR) than its corporate abilities (CA)	see empirical results ➤	Consumers' reactions to CSR are contingent on the amount of congruence or overlap they perceive between the company's character, as revealed by its CSR efforts, and their own

Authors	Definitions of Identification	Primary Point of View	Empirical Results
Bhattacharya & Elsbach (2002)	ID: a cognitive connection between a person and an organization	ID is related to people's personal experiences	People affiliate with organizations, both positively and negatively; these affiliations are differentially related to a set of beliefs, attitudes, and behaviors
Bhattacharya & Sen (2003)	ID with a company is an active, selective, and volitional act motivated by one or more self-definitional needs	Consumers become champions of companies with which they identify	No

Initially, identification was considered as an antecedent to other constructs. An early article by Foote (1951) defined identification as "the appropriation of and commitment to a particular series of identities." Foote also noted that identification was "the process whereby individuals are effectively linked with their fellows in groups." Foote, a social psychologist, proposed that identification was the basis for a theory of motivation. (Social psychologists Viktor Gecas and Peter J. Burke (1995) consider this to be the seminal article on identification.) In retrospect, Foote's article is important not just chronologically, but because it introduces the construct of identification not simply as a static concept, but as a process. The idea of identification as a process will be amplified later by Pratt (1998) and Scott and Lane (2000). Coupling this static concept (exemplified by Albert and Whetten 1985, "that which is central, distinctive, and enduring about an organization") with the idea of identification as

a process provides a basis for considering identification as a multi-dimensional concept, which is the way that identification was employed in this study.

The use of identification as an antecedent, initially proposed by Foote, was later employed by Wiener (1982). Wiener viewed organizational identification and generalized values of loyalty and duty as immediate determinants of commitment, which he defined as "the totality of internalized normative pressures to act in a way that meets organizational interests."

Tajfel (1982) expanded the concept of identification having a cognitive component (a sense of awareness of membership) and added an evaluative component. Social identity is "the individual's knowledge that he belongs to certain social groups together with some emotional and value significance to him of this group membership (1972)." Tajfel and Turner (1986) reformulated Tajfel's definition of social identity by emphasizing the cognitive tools necessary for allowing an individual to order their social environment and to define their place in it. Social identity was described as those aspects of an individual's self- image that derive from the social categories to which he perceives himself as belonging.

Albert and Whetten (1985) defined identity as that which is central, distinctive, and enduring about an organization. (As with the Tajfel and Turner (1986) definition, this implies the ability of individuals to recognize these characteristics.) Albert and Whetten linked the concepts of identity and identification, noting, "Identity serves the function of identification and it is in part acquired by identification." Their definition has been adopted (and adapted) by many later researchers.

Mael and Ashforth (1989) defined social identification as the perception of oneness with or belongingness to some human aggregate. Identification was a perceptual cognitive construct that was not necessarily associated with any specific behaviors or affected states. Mael and Ashforth, together and individually, have contributed a great deal to the literature of identification. Their definition, and the definitions of Albert and Whetten (1985) and Tajfel and Turner (1986), has provided the theoretical basis for much of the research in identification. For example, Mael and Ashforth based their conclusions on Turner and Tajfel, Bhattacharya, Rao, and Glynn (1995) employed the Mael and Ashforth definition, while Scott and Lane (2000) take their definition from Albert and Whetten.

Running throughout this discussion is the idea of the cognitive component of identification. The cognitive nature of identification was emphasized by Tajfel (1982), Tajfel and Turner (1986), Mael and Ashforth (1989), Pratt (1998), Ellemers, Kortekaas, and Ouwerkerk (1999), and Bergami and Bagozzi (2000). Bhattacharya and Elsbach (2002) defined identification as a cognitive state. For Dutton, Dukerich, and Harquail (1994) identification was a cognitive link between definitions of the organization and the self; a cognitive image held by a member of an organization. Organizational identification was the degree to which a member defined himself or herself by the same attributes that he or she believed defined the organization. Much of the research in the area of identification took place in the organizational behavior field.

Identification has also been defined as coming from organizational and product characteristics, affiliation characteristics, and activity characteristics (Bhattacharya, Rao, and Glynn 1995). Bhattacharya et al. perceived identification as a bond; social identification was the perception of belonging to a group with the result that a person identifies with that group. Organizational identification was a specific form of social identification in which the person defined him or herself in terms of membership in a particular organization (the Mael and Ashforth "oneness" concept, 1989).

Another important area concerning identification emphasizes identification as a fundamental human *process* whereby an individual's beliefs about his or her organization become self-reverential or self-defining (Pratt 1998). The idea of identification as a process is seen in a number of articles (Bhattacharya, Rao, and Glynn 1995; Mael and Ashforth 1992; Scott and Lane 2000).

This study adopts the definition of identification as a self-definitional, cognitive process, much like the definitions of Pratt (1998) and Bergami and Bagozzi (2000).

The Concept of Self

The concept of self is an important psychological construct. It has been described as the "organized, consistent, conceptual gestalt composed of perceptions of the characteristics of the 'I' or 'me' and the perception of the relationships of the 'I' or 'me' to others and to various aspects of life, together with the values attached to these perceptions" (Rogers 1959, p. 200). More

pertinent for my purpose here is the construct of self-concept: all the information

and beliefs individuals have about their characteristics and themselves (Baron

1995).

Table 2 summarizes some of the studies concerning research on the self

that are pertinent here.

Table 2 – Sources on Self and Consumer Behavior

Authors	Definition of Self	Primary Point of View	Empirical Results
Grubb & Grathwohl (1967)	Self is an object perceived by the individual. Self concept is enhanced by the consumption of goods	An individual's self-concept is linked with the symbolic values of goods	No
Birdwell (1968)	N/A	Self-image is directly related to purchase behavior	Self-image congruence (with a particular good) influences purchase behavior
Grubb & Hupp (1968)	Showed self-concept as a determinant of brand identification	Consumers of a specific brand hold self-concepts similar to the self-concepts they attribute to other consumers of the same brand	Showed support for their hypotheses, using means and F tests
Dolich (1969)	N/A	Congruence exists between self-images and product brands	Individuals relate the brand symbol to self-concepts
Ross (1971)	N/A	Examined the difference between ideal and actual self-concepts in purchase behavior	Consumers prefer brands similar to their self-concept. Actual self-concept is more similar to consumption preference than is ideal self-concept

Authors	Definition of Self	Primary Point of View	Empirical Results
Hamm & Cundiff (1969)	N/A	Product perception is related to self-actualization, which is the discrepancy between the self and the ideal self	No
Landon (1974)	N/A	There is a link between self-concept and purchase intention	Supported his hypotheses. Used Kendall Tau test and cluster analysis
Marsh & Shavelson (1985)	Self-concept is a person's perception of himself	Self-concept is multifaceted and hierarchical	Supported hypotheses using multiple regression
Markus & Nurius (1986)	Possible selves: the cognitive components of specific hopes, fears, goals, and threats	Provides support for the concept of possible selves	Individuals keep a pool of possible selves available

Numerous scholars have investigated self-concept along many dimensions. One of the first scholars to consider multiple internal selves was Carl Rogers (1959). While a person may have many selves, Rogers recognized the "self as it is" (or actual self), and the concept of the "ideal self" which comprises what a person would like to be or holds out as a goal for individual development and achievement (Hall et al. 1985). Some academicians still treated self-concept as a single variable; the actual self-concept (i.e., the perception of oneself) (Bellinger, Steinberg, and Stanton 1976). However, this concept was challenged by other academicians who found self-concept research using the constructs of the actual self and the ideal self-useful in explaining the role of self-concept in purchase decisions (Birdwell 1968, Dolich 1959, Landon 1974).

Sirgy (1982) used self-image value as a construct, defining it as "a degree of value attached to a specific actual self-concept (a concept parallel to ideal self-

concept)". He coupled self-image value with self-image belief, defined as "the degree of belief or perception strength associated with the self-image... Actual self refers to how a person perceives herself; ideal self refers to how a person would like to perceive herself; and social self refers to how a person presents herself to others."

According to Sirgy, "the self-esteem motive refers to the tendency to seek experiences that enhance self-concept." Sirgy recorded self-esteem as one of two self-concept motives; self-consistency in the second motive. "The self consistency motive denotes the tendency for an individual to behave consistently with her view of herself. Ordinarily, these twin motives are harmonious but under some circumstances, these motives conflict."

The correlation of self and purchase behavior has been the subject of research for some time. It is a link between consumer purchase behavior and company-consumer identification. Researchers have shown that self-concept is directly related to purchase behavior (Birdwell 1968, Landon 1974) and that people purchase things only if those things are consistent with, enhance, or in some other way fit with their self-concept (Ross 1971). The product perceptions and symbolic value of purchased goods and/or services have been linked to the purchaser's self-concept (Dolich 1959, Grubb and Hupp 1968, Grubb and Grathwohl 1967, Hamm and Cundiff 1969).

Research has also been done concerning the actual self and the ideal self with regard to market behavior (Grubb and Grathwohl 1967), and consumer purchase intentions. Consumers were thought to prefer products with images

that were congruent with their self-image (Birdwell 1968, Dolich 1969). Other researchers focused on self-concept and brand image (Ross 1971, Grubb and Hupp 1968). The only conclusions drawn in these earlier studies seem to be that actual self-image and ideal self image were positively correlated and that for some product categories either of these self-images may have a significant correlation with product purchase intent (Landon 1974).

What all of these self-concept definitions have in common is that a self-concept is static. A person views them along specific dimensions.

Grubb and Grathwohl (1967) noted that "Self-concept is a value to the individual, and behavior will be directed toward the protection and enhancement of self-concept... The consuming behavior of an individual will be directed toward enhancing self-concept through the consumption of goods as symbols."

Closely tied to the concept of self-esteem, the self-concept has been defined as the totality of the individual's thoughts and feelings having reference to himself as an object (Rosenberg 1979). The self-concept "is composed of various identities, attitudes, beliefs, values, motives, and experiences, along with their evaluative and affective components (e.g., self-efficacy, self-esteem) in terms of which individuals define themselves" (Gecas and Burke 1995). An individual's self-concept is linked with one or more social categories. This link is a tenet of Tajfel's social identity theory, in that it is a cognitive motivational theory of intergroup behavior.

Sirgy (1981, 1982) developed a self-image/product image congruity theory: "Product cues involving images usually activate a self-schema involving

the same images." Substituting the actual self and the ideal self for product cues likewise produces a self-schema that is found in the model used here.

Schemas are cognitive frameworks that represent our knowledge of, and assumptions about, the world (Baron 1995). The have been defined as "abstract cognitive structures that represent organized knowledge about a given concept or type of stimulus. Schemas act as theories that shape how people view and use information" (Howard 1995). Persons' schemas are "organized knowledge about specific people or types of people... one particular significant type of persons' schema is a self-schema, organized knowledge about one's self" (Howard 1995). A self-schema is a cognitive framework, assembled by an individual, used to understand himself or herself (Baron 1995).

Corporate associations have been defined as what a person knows about a product. A number of researchers have studied specific dimensions of corporate associations (Brown and Dacin 1997, Bhattacharya, Rao, and Glynn 1995, Sen and Bhattacharya 2001, and Bhattacharya and Sen 2003).

However, the problem is that while prior researchers have defined identification as the overlap between a company's schema and an individual's self-schema (e.g., Bergami and Bagozzi 2000), little effort has been devoted to understanding the basis for this overlap; how people form identification. This study examines the overlap conceptualization of identity – who the consumer thinks he is overlapping with what he thinks the company is (or stands for).

Sen and Bhattacharya (2001) seem to suggest that a company's character is salient in determining consumer-company identification. The hypothesis here

is that, while this may be true for certain individuals (those that Sen and Bhattacharya label as having a higher degree of corporate social responsibility-CSR-support), there are other types of corporate associations (specifically corporate abilities associations) that have a greater effect in corporate social responsibility associations.

In addition to not knowing what corporate associations consumers consider when determining their degree of identification, we also do not understand which type of self-schema, or self-concept, they consider in this process. This is the primary focus of this dissertation.

Equally important to reviewing what has been written on the subject of identification and its components is the consideration of what has not been written, what is missing from this discussion. There is a significant gap in the literature here concerning the way in which identification is formed. It is fine to define identification as a cognitive process (a view with which I agree), but while many researchers have theorized why identification forms, none have yet to address the idea of how identification forms. This is a critical gap in the literature; one which I hope this study will help to fill.

Self-Monitoring

Self-monitoring has been defined as "the extent to which expressive behavior is guided by situational clues to social appropriateness" (Snyder 1974). Research on self-monitoring has noted a relationship between levels of self-monitoring and self-schemas (Aaker 1999).

Situational factors are more salient for high self-monitors. They tend to focus on the externalities in their preferences. By comparison, low self-monitors are more responsive to inner personality factors in their preferences. Aaker found support for her hypotheses: first, that self-schema will play a greater role in determining brand preference for low (versus high) self-monitors; and second, that situational cues will play a greater role in determining brand preference for high (versus low) self-monitors.

Snyder and Gangestad (1986) devised an 18 item self-monitoring scale that has been quoted in the marketing literature (Aaker 1999). While the scale has been challenged (Briggs and Cheek, 1988, favor a 25 item scale which they devised) it is well recognized and employed. Here it will be used to determine if cognitive identification of high self-monitors tends to be more influenced by corporate associations schema (versus self-schema), while identification for low self-monitors tends to be more influenced by their self-schema.

Model

Having reviewed the literature, it is appropriate here to attempt to tie these concepts together in a model that graphically represent their relevance here.
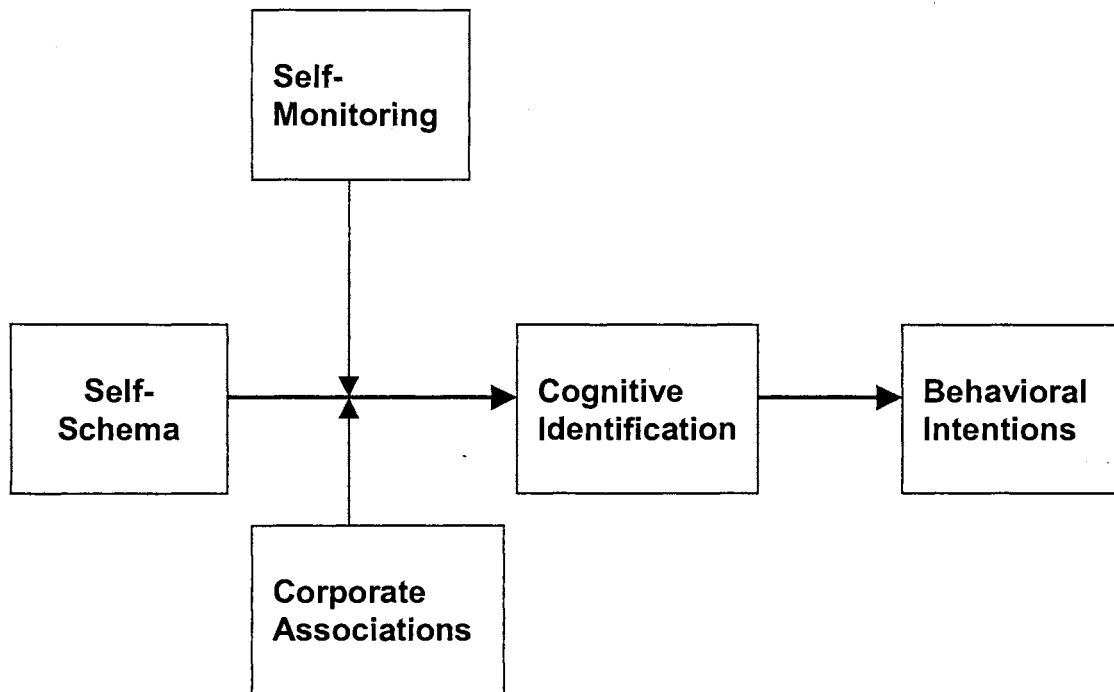
I propose that self-schema is an antecedent of cognitive identification. It is a direct association, without any mediator. However, both corporate associations and self-monitoring separately act as moderators.

Ultimately, cognitive identification would lead to a particular set of behavioral intentions. These intentions could include purchase intentions, brand equity, or any number of other activities related to being self-aware about these intentions. But that part of the model was not tested here.

CHAPTER 3

HYPOTHESIS DEVELOPMENT

Bergami and Bagozzi (2000, pg. 556) proposed "new measures for the cognitive (i.e. self-categorization) component of identification." They were examining organization identification, which "happens through cognitive processes of categorization." The need to better understand this cognitive process of self-awareness is the starting point for this study.

Bergami and Bagozzi (2000) presented two "organization stereotypes," powerful and caring/participative, and modeled them as determinants of cognitive identification. Basing their definition on Dutton et al. (1994), Bergami and Bagozzi (p. 562) defined organization stereotypes as "members' beliefs about the distinctive, central, and enduring attributes of the organization." This study looked at the notion of overlapping attributes or schemas as some combination of corporate associations (Brown and Dacin 1997) and self-schema (i.e., self-concept; Sirgy 1982).

As noted, theorists have argued that identification increases with increasing overlap between a company schema and an individual's self-schema (i.e., Bergami and Bagozzi 2000). That is, as the overlap between what an individual believes about a company and what that individual believes about himself or herself increases, global identification should increase. Accordingly,

when both corporate associations and an individual's self-schema for the corresponding dimension are consistent, the individual's degree of overall identification with the company should be high. For example, suppose that a consumer was particularly attuned to supporting social causes and that this consumer views the Body Shop as a corporate supporter of social causes. Identification should be high along the CSR dimension for this consumer. Further, s/he is likely to express lower levels of identification with companies that are not visible in their support for social causes. Suppose that a second consumer was not particularly oriented toward the support of social causes. According to the overlap approach to identification, such a consumer should show lower levels of identification with companies that have positioned themselves around their support of social causes (Sen and Bhattacharya 2001).

The purpose of this study is to investigate the manner in which corporate associations and self-schema combine when consumers report their level of identification with companies. It is interesting that considerable prior research has examined the influence of corporate associations on identification (e.g., Bergami and Bagozzi 2000; Bhattacharya et al. 1995), while few researchers have explicitly considered the role of self-schema as an influence on identification. Further, I investigate an important individual difference variable, the level of self-monitoring, which should qualify the relationship between self-schema and identification among consumers.

There are any number of dimensions of corporate associations that individuals might take into consideration when assessing the degree of overlap

between corporate associations and self-schema. As noted in the general framework for the relationship between corporate identity and corporate associations provided by Dacin and Brown (2002), company managers usually select a desired identity to attempt to communicate to important stakeholder groups, including consumers. One such desired identity might involve the degree to which a company is positioned as traditional versus progressive. This is the dimension I examined in this research, and I chose it for two important reasons. First, this is a dimension that corporate managers have actually used, making the research results potentially more relevant for marketing managers. Second, this dimension does not appear to possess a "motherhood" quality for which one end of the continuum is clearly more desirable than the other. Both a "traditional" position and a "progressive" position might be perfectly acceptable, positively evaluated positions for company in the marketplace. Compare this with a "high product quality" position; the "low product quality" position will not be desirable for any company.

The initial hypothesis is straightforward, but important for establishing the foundation of the antecedents of cognitive identification. Consumer-company cognitive identification should be higher when there is a match between corporate associations and consumer self-schema on the relevant dimension. That is, when a consumer who views him- or herself to be "traditional" ("progressive") considers a company positioned as "traditional" ("progressive"), the degree of consumer-company cognitive identification should be higher than

when there is a mismatch between consumer self-schema and corporate

associations. Stated formally,

> H(1a): Cognitive identification will be higher when (a) a "traditional" company is perceived by a "traditional" individual; and (b) when a "progressive" company is perceived by "progressive" individual.

> H(1b): Cognitive identification will be lower when (c) a "traditional" company is perceived by a "progressive" individual; and (d) when a "progressive" company is perceived by a "traditional" individual.

This hypothesis is graphically illustrated in Figure 1:
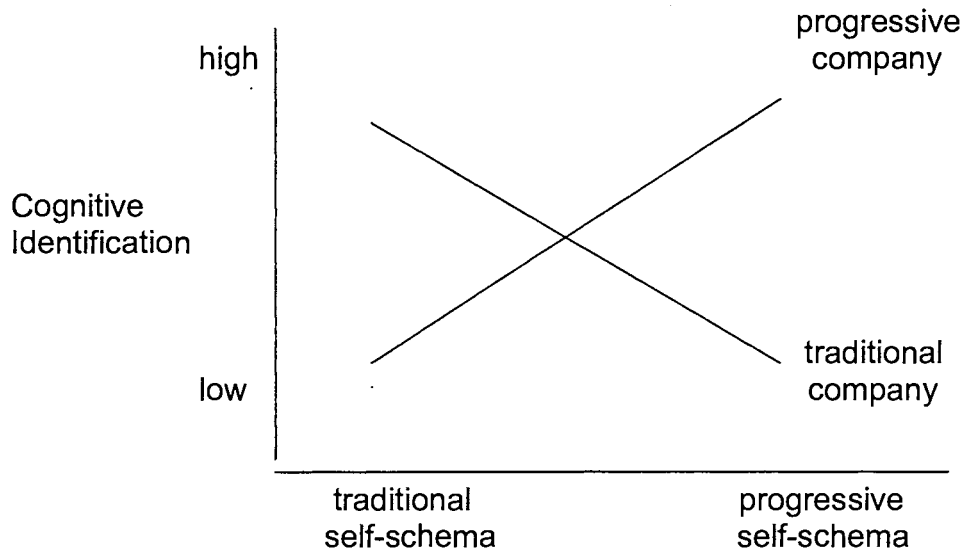
The Role of Self-Monitoring

Self-monitoring refers to the degree to which individuals "regulate their

expressive self-presentation for the sake of desired public appearances" (Snyder

and Gangestad 1986, pg. 125). As Snyder (1974, Snyder and Cantor 1980,

Snyder and DeBono 1985, Snyder and Gangestad 1986) and others (Aaker

1999) have demonstrated, high self-monitors tend to adapt their outward

behavior to fit situational cues of social appropriateness. In contrast, low self-monitors tend to rely on inward dispositions and attitudes for controlling outward behavior. Consistent with the work of Aaker (1999), who found that self-schemata exhibited a stronger influence on product preference for low self-monitors, the self-schema of individuals who are low self-monitors will be more influential on their perceptions of cognitive identification with a company. The cognitive identification of high self-monitors will be driven more by situational cues, which in this case means corporate associations (which will be the only situational cues that vary across conditions). Regardless of his/her actual self-schema, a high self-monitor will adjust reported cognitive identification to be more consistent with corporate associations, thereby weakening the influence of self-schema. As a result, the interaction effect called for in H1 will be more pronounced when self-monitoring is low compared with when self-monitoring is high.

H2: The interactive influence of self-schema on the relationship between corporate associations and consumer-company cognitive identification will be stronger when self-monitoring is low than when self-monitoring is high.

This three-way interaction hypothesis can be seen in Figure 2:

Identification

progressive
company

traditional
company

Self-Schema

traditional   progressive

LOW SELF-MONITORING

Identification

progressive
company

traditional
company

Self-Schema

traditional   progressive

HIGH SELF-MONITORING

behavior to fit situational cues of social appropriateness. In contrast, low self-monitors tend to rely on inward dispositions and attitudes for controlling outward behavior. Consistent with the work of Aaker (1999), who found that self-schemata exhibited a stronger influence on product preference for low self-monitors, the self-schema of individuals who are low self-monitors will be more influential on their perceptions of cognitive identification with a company. The cognitive identification of high self-monitors will be driven more by situational cues, which in this case means corporate associations (which will be the only situational cues that vary across conditions). Regardless of his/her actual self-schema, a high self-monitor will adjust reported cognitive identification to be more consistent with corporate associations, thereby weakening the influence of self-schema. As a result, the interaction effect called for in H1 will be more pronounced when self-monitoring is low compared with when self-monitoring is high.

> H2: The interactive influence of self-schema on the relationship between corporate associations and consumer-company cognitive identification will be stronger when self-monitoring is low than when self-monitoring is high.

This three-way interaction hypothesis can be seen in Figure 2:

Identification

progressive
company

traditional
company

Self-Schema

traditional   progressive

LOW SELF-MONITORING

Identification

progressive
company

traditional
company

Self-Schema

traditional   progressive

HIGH SELF-MONITORING

CHAPTER 4

EMPIRICAL METHOD

The hypothesis was tested using a hybrid, or mixed, design, with one manipulated variable (corporate associations) and two measured variables (self-schema, self-monitoring). The company names used in the study were fictitious to control prior learning. The procedures, manipulations, measures, and subjects used in the study will be discussed next. Data collection forms are included in Appendices A and B.

Procedures and Manipulations

The two corporate positioning strategies (i.e., traditional company, progressive company) were manipulated in a between subjects design by having subjects read a one-page description of a company (the fictitious "Babson Company"). The company profile includes a section describing the history and commercial success of the company; a company analysis that includes the "traditional" or "progressive" positioning of the company; a company report card that provided visual ratings of the company on key dimensions including product quality, financial performance, and outlook; and an overall evaluation of the company. Importantly, the only information that varied across the two versions of the profile is included in the company analysis section of the profile. The

financial performance of the company was positive and identical in both versions, as were company ratings and the overall evaluation of the company (i.e., "very good").

In the "traditional" company condition, the following company analysis was presented:

> Although Porter Manufacturing, the other leading company in the industry, is known for its progressive nature and aggressive adoption of new technologies, the Babson Company takes pride in its ability to follow a low-risk strategy to produce steady income streams (average return on investment of 14% over the most recent 5-year period to lead the industry). Indeed, the company regularly uses phrases such as "safe," "low-risk," and "cautious" in its advertising. Simply put, the Babson Company strives to maintain excellence with markets and products that the company knows well.

In this manner, subjects understood that while both traditional and progressive positions have been successful in the marketplace, the focal company had chosen to market itself as more traditional, or conservative in nature.

Subjects in the "progressive" company condition read the following company analysis:

> Although Porter Manufacturing, the other leading company in the industry, is known for its conservative nature and caution in the adoption of new technologies, the Babson Company takes pride in its ability to take risks, even if income streams are not always steady (average return on investment of 14% over the most recent 5-year period to lead the industry). Indeed, the company regularly uses phrases such as "cutting-edge," "risk-takers," and "aggressive" in its advertising. Simply put, the Babson Company strives to produce excellence with new markets and new products whenever possible.

The company profiles were included in a test booklet that included measures for the other study constructs (self-concept, self-monitoring),

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manipulation checks for the company positioning manipulation, covariates and other measures. Subjects will be randomly assigned to one of the company position conditions and will complete the test booklets as a voluntary class assignment during a class period. See Appendices A and B for copies of the two versions of the test booklets. As noted in the Appendix, after providing the necessary measures, subjects were debriefed about the general purpose of the study on the final page of the test booklet.

Measures

As noted, two of the independent variables in the study were measured variables. Subjects' **self-schema** along the traditional-progressive dimension was assessed via a six-item scale developed for this study. Subjects indicated the extent to which six adjectives (innovative, cautious, modern, progressive, old-fashioned, traditional) applied to themselves on 1-7 scales anchored with "does not describe at all" and "describes very well." The six adjectives were embedded in a longer list of adjectives to keep subjects from guessing the purpose of the study. **Self-monitoring** was assessed using an adaptation of the Snyder and Gangestad (1986) 18-item revised version of the original Snyder (1974) Self-Monitoring Scale. While the Snyder and Gangestad (1986) scale uses a dichotomous "true-false" response format, the version I developed employs the Likert response format (1-7, "strongly disagree – strongly agree"). Any questions using a negative wording were reverse coded to remove the possibility of confusion in the subjects' responses.

The dependent variable in the study, **consumer-company cognitive identification**, was assessed using the Bergami and Bagozzi (2000) scale. The two components of the measure included a visual scale, in which subjects selected which of 8 pairs of gradually overlapping circles represented the degree of overlap between "my identity" and the "company identity," and a verbal scale that asked the subject to "indicate to what degree your self-image overlaps with the company's image" on a 7-point "not at all – very much" scale.

To control for **socially desirable response bias**, a 7-item scale was used as a covariate in the study. The scale was used by Donavan, Brown, and Mowen (2004) and is included in the appendix. The scale was based on Strahan and Gerbasi's (1972) short version of Crowne and Marlowe's (1960) scale. The test booklet also included four semantic differential items assessing the company along the traditional-progressive dimension as a manipulation check (old-fashioned-modern, traditional-progressive, not innovative-innovative, cautious-risk-taker).

Two forms of hypothesis knowledge check questions were also included. Just prior to debriefing, subjects were asked to "please tell us in your own words what you believe this study is about" and allowed space for an open-ended response.

I also included a "no idea" option that subjects may check if they so desire. The second hypothesis knowledge check appeared just after the debriefing information included on the final page of the test booklet. Subjects were asked to indicate if they believed that they knew what the project was about and whether

or not this knowledge may have caused them to change their answers to one or more questions.

Subjects

Subjects were students drawn from introductory marketing courses at Oklahoma State University. Because the questionnaire will take only a few minutes to complete, I collected data during class with the permission of course instructors. Students were told that participation was optional, and no class credit was anticipated (although may vary based on instructor requirements). If class credit is given for participation, I ensured that an alternative means of receiving credit was available to students. Because some of the effect sizes were relatively small (in particular, the effects of self-monitoring), I used over 200 student subjects.

The subjects received an instruction sheet and a Consent Form. These sheets were then paper clipped to three separate studies. The first study was titled "Personality and Marketing Study," the second was "Student Satisfaction Survey," and the third was "Company Profile Analysis." The instruction sheet and the Company Profile Analysis were printed on white paper, the Personality and Marketing Study was printed on yellow paper, and the Student Satisfaction Survey was printed on blue paper.

The subjects were told that if they wished to participate, they should fill out the three studies, paper clip them together, and turn them in. Subjects were told to keep the instructions sheet and the Consent Form.

What the students did not know was that only the first and third surveys were being used in this study. The Student Satisfaction Study was used as a way to help prevent students from guessing the hypothesis.

After the surveys were turned in, they were stapled together by the researcher so that a subject's answers on both surveys could be matched.

Analysis

Data were analyzed using moderated hierarchical regression, with a dummy variable representing the company positioning strategy manipulation and appropriate product term interactions. Simple slope and subgroup analyses were utilized as necessary to interpret the results of the study. The socially desirable responding covariate was entered on the first step of the regression analysis and was retained in the analysis if statistically significant.

Pretest

In a pretest, I sampled 77 subjects and tested the proposed company descriptions. As expected, the "traditional" company scores were relatively low on the manipulation check items (mean =3.911, where lower scores represent a more traditional evaluation and higher scores represent a more progressive evaluation), and the "progressive" company scores were higher on the same scales (mean = 5.755). Moreover, the difference was statistically significant ($t = -10.951$, $p < .001$), indicating that the profiles did produce the intended effects.

CHAPTER 5

RESULTS

The surveys were given to 237 students during spring semester, 2004.

These were juniors and seniors from two class sections and the majority of these

students were from the College of Business. Of the 237 surveys collected, 14

were eventually removed from the analysis due to incomplete data. 223 (94%) of

the surveys collected were used for the analysis.

Manipulation Checks

Manipulation checks are important to determine whether the manipulation

had its intended effect (Pedhazer and Schmelkin 1991, p.258). I ran crosstabs

here as a manipulation check. Subjects were given one of two versions of the

survey. In one version, a fictional company was described as traditional, in the

other as progressive. Four variables (old, traditional, progressive, modern)

loaded on two components in a principal component analysis (which was rotated

with Oblimin with Kaiser Normalization). Later in the study, we asked the

subjects to describe the company as progressive or traditional. The crosstab

analysis is significant. It showed a chi square of 56.339, and 68% of subjects

who were given the traditional version later described it as traditional, while 82%

of the subjects who received the progressive version later described it as progressive.

There were no differences concerning favorability. Thus, the manipulation was successful, although it appears that the "progressive" profile may have been slightly stronger than the "traditional" appeal.

Measurement Properties for Scales

Three measures were examined in the data: self-schema, self-monitoring, and socially desirable responses. Cronbach's alpha was used to estimate internal consistency reliability. Cronbach's alpha was used because each of the items in the measures had more than two items (Gay and Airasian 2000, p.174).

Table 3 - Reliabilities

Scale	alpha
Self-schema	.6821
Self-monitoring (original)	.5365
Self-monitoring (reduced)	.7782
Social Desirable Responding	.6191

Self-schema was measured using the following four descriptors: traditional, old-fashioned, progressive, and modern, with scores reverse-scored on the two former items. The alpha for self-schema, .6821, is below the .70

minimum threshold traditionally employed by researchers (Vogt 1999, p.64). However, "values of .60 to .70 are deemed the lower limit of acceptability" (Hair, Anderson, Tatham, & Black 1998, p.88). Thus, the Cronbach alpha of .6821 may support a claim of reliability.

I used the Snyder and Gangestad (1986) self-monitoring scale that has been used by numerous other researchers. However, even after reverse-coding the negative items to avoid confusion in the subjects' responses, its reliability still was well below the minimum acceptable level and this researcher now has serious doubts about its effectiveness.

Because the original alpha for self-monitoring was so low, I examined the items to find a subset that reflected the domain of the construct, yet also would be more reliable. The following four-item subscale that produced a higher alpha (.7782):

> I can make impromptu speeches even on topics about which I have almost no information.
>
> I guess I put on a show to impress or entertain others.
>
> I probably would make a good actor.
>
> I have considered being an entertainer.
>
> (Appendix D, items 4, 5, 6, and 12.)

The six item socially desirable responding scale also fared poorly in terms of its reliability in this study. Again, with the removal of two of the six items (feelings and mistake) the scale loaded on one factor and the alpha rose to

.6929, close enough to warrant further investigation. This was the scale used in the study in place of the six-item scale.

Hypothesis Knowledge Check

Subjects were asked if they thought they knew what the study was about. 102 subjects answered the question stating they believed they knew the object of the study. Two researchers reviewed the subjects' responses and coded them as to whether or not they appeared to have knowledge of the hypothesis. Overall, the researchers/coders agreed on 95 out of the 102 sets of answers (93%); the differences were resolved through discussion. In all, 19 subjects expressed some possible level of understanding of the hypothesis. The means for these subjects were significantly higher for the identification and intent variables. When the responses of subjects were excluded from the analysis, there were no substantial differences in the results. As a result, demand effects do not appear to be an issue, and the primary analyses included all cases.

Results

The primary analysis regression in this study was set up to test a number of items: three main effect predictors, three two-way interactions, and one-three way interaction.

The main effects were:

a) Self-schema (selfprog)(including the variables labeled modern, progress, old, trad), which measured self-schema;

b) version (company schema)(a demand variable representing the survey version- progressive or traditional- that the subject had completed); and

c) self-monitoring (selfmact), measuring self-monitoring, and including four variables from the self-monitoring scale (actor, entertai(ner), show, and imprompt(u).

There were three two-way interactions:

ab = self-schema*company schema

ac = self-schema*self-monitoring

bc = company schema*self-monitoring

The three way interaction was:

abc = self-schema*company schema*self-monitoring

Examining the coefficients, I began by analyzing the model $(F_{8,214}= 2.776; p<.01)$ which included the three-way interaction. As seen in Table 4, the three-way interaction was not significant. As a result, the analysis was scaled back to examine the expected two-way interaction between the manipulated corporate associations (i.e., traditional, progressive) and individuals' personal associations on the relevant dimension (i.e., progressiveness). I included the measure of self-monitoring to examine whether or not it may play a role other than in a three-way interaction with corporate associations and personal associations.

Table 4

	B	t value
Constant	.829	4.273
Main Effects & Covariates		
Company schema	-.355	-1.232
Self-schema	-.087	-2.113
Self-monitoring	-.005	-.105
Socially desirable responding	-.000	-.009
2 Way Interactions		
company schema*self-schema	.099	1.605
company schema*semonitoring	-.002	-.023
self-schema*self-monitoring	.008	.686
3 Way Interaction		
company schema*self-schema*self-monitoring	-.003	-.201

R squared = .094

As noted in Table 5, the trimmed model ($F_{5, 217}=4.159$; p<.01) showed significance for the two-way interaction (self-schema*version; t = 3.622; p < .01). An analysis of the simple slopes for the influence of self-associations on identification with the company at the two manipulated levels of corporate associations indicated a positive slope (i.e., 0.028) when a progressive company was presented and a negative slope (i.e., -0.059) when the traditional company was presented. These slopes indicate that identification is highest for individuals who view themselves as more progressive (traditional) when they encounter a company that is positioned as progressive (traditional), as expected, providing support for Hypothesis One. (See Figure 3.)

In addition, the results suggest that self-monitoring exerts a direct positive influence on identification (see Table 5; t = 2.448; p < .05). Although I had

predicted in Hypothesis Two that higher degrees of self-monitoring would weaken the interactive effects of corporate associations and self-associations for progressiveness, resulting in a predicted three-way interaction, the results indicate instead that higher self-monitoring results in higher levels of identification. I discuss this result in the next chapter. Finally, socially desirable responding was not significantly related to the reported levels of identification with the company (t = -.010; p > .90).

Figure 3
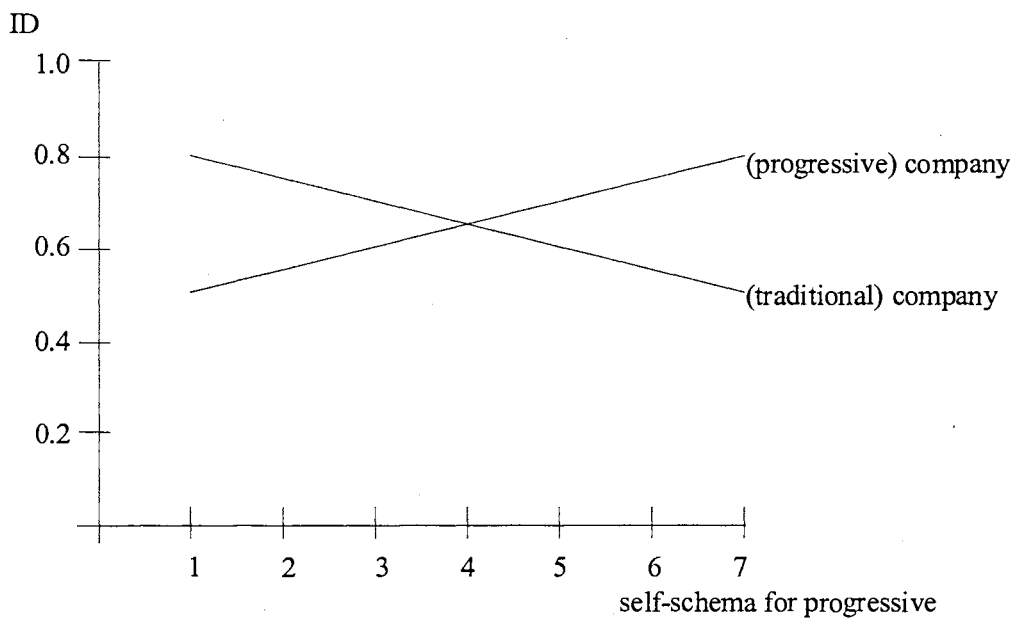
For completeness, Table 5 presents means, standard deviations, and bivariate correlations for the variables included in the study.

Table 5

	B	t value
Constant		7.703
Main Effects & Covariates		
Company Schema	-.1016	-3.313
Self-schema	-.321	-3.318
Self-monitoring	.168	2.448
Socially Desirable Resp.	-.001	-.010
2 Way Interactions		
Company Schema* Self-schema	1.164	3.622

R squared = .087
Any t values > 1.96 are significant at .05

Table 6

N = 223

Variable	X	Std. Dev	Correlations				
			Ident	Self-sch	Self-mon	Company	SDR
Identification	.5642	.17839	1.00	-.032	.155	.082	-.024
Self-schema	4.451	.93721		1.00	.155	.091	-.009
Self-monitoring	3.7735	1.4460			1.00	.106	-.268
Company Schema	N/A	N/A				1.00	.074
Socially Desirable Responding	3.663	1.10734					1.00

CHAPTER 6

DISCUSSION

Managerial Applications

Previous research on consumer-company (C-C) identification has

indicated its desirability for certain types of companies (Bhattacharya and Sen

2003). A company with a marketing strategy that promotes and encourages this

type of identification is likely to sell more products because of it. Marketers in

this situation will be able to carefully craft a marketing strategy, including an

integrated marketing communications strategy, which will add to their positive

image and increase consumers' identification with them as a company, rather

than simply because of their product offerings. By focusing on the

traditional/progressive dimension, this study has provided an opportunity for

managers to employ this dimension and prepare marketing communications that

specifically apply to these companies.

The traditional and progressive dimensions were employed because I

believed they were polar opposites, yet had no carryover concerning their

salience. Both company scenarios described a successful company. However, it

is possible that the traditional/progressive dimensions were not as opposite as I

predicted. As a suggestion for further research in this area, other sets of dimensions could be substituted.

Bhattacharya and Sen (2003) emphasized that companies that had multiple offerings of consumer products and service companies were likely to benefit from C-C identification more than firms that sold their products primarily to other businesses (p.86). This study provides information that may be employed by these companies in their marketing communications, as companies can adapt the traditional/progressive dimension for their marketing communications and thereby increase C-C identification.

Those firms that allocate sufficient resources toward increasing C-C identification should be able to reap the rewards of increased customer loyalty as well as creating a legion of customers who defend the company and who are more resistant to negative information about the company. Managers have the opportunity to identify those dimensions which most parallel their current and potential customers, and then employ an integrated marketing communications strategy which targets these groups more effectively than more traditional advertising and promotional messages which focus more on the product.

Contributions

This study has examined the effect of self-schema and company schema on identification along a different set of measures than has been used previously. Hopefully, by adding to our knowledge of identification, it may contribute to a better understanding of how companies can improve their identification with

current as well as prospective customers. The study also adds to previous research emphasizing the role of the company as opposed to its products (Brown and Dacin 1997).

This study has given additional information explaining how and under what conditions identification forms. Prior to this, only corporate social responsibility had been identified as a basis for company-consumer identification. This study has looked at other aspects of corporate associations and found that there are indeed other dimensions along which this identification forms. This has further opened the door to the study of other dimensions that may increase the level of C-C identification.

This study provides empirical support for C-C identification, which provides further support for its theoretical basis, social identity theory. The study also suggests different antecedents of C-C identification than have previously been examined.

This study is the first that has examined self-schema as a predictor of consumer-company identification. It helps to fill a critical gap in the empirical evidence of consumer-company identification.

Additionally, the study provides more empirical support of the Bergami and Bagozzi (2000) cognitive identification measurement scale. The fact that this construct has been empirically tested for the first time in this context is a significant contribution of the study as well. In addition to the qualitative research which has been done in the past, there is now a quantifiable research study

which provides yet another research jumping off point for further examination of C-C identification.

Hypothesis one stated that identification is higher for individuals who view themselves as more progressive (traditional) when they encounter a company that is positioned as progressive (traditional). The slope analysis based on the regression provided support for this hypothesis.

I predicted that self-monitoring would weaken the interactive effects of corporate associations and self-schema and that low self-monitoring would make the interactive influence of self-schema between corporate associations and consumer-company cognitive identification stronger than when self-monitoring is high. In fact, I found that self-monitoring was directly related to identification and did not interact with corporate associations or self-schema. I believe the reason for this is that high self-monitors generally have higher levels of identification regardless of the type of company, because their level of identification changes as they adapt themselves to the situation.

Limitations and Suggestions for Further Research

While it is disappointing that self-monitoring did not act as predicted, I believe that the problems there lay not within the theory, but with the particular measurement tool used: the Snyder-Gangestad scale (1986). Although the scale had been used by numerous other researchers, its reliability was well below the minimum acceptable level. In fairness, I changed the scale from a dichotomous scale to a seven point Likert scale. I believed that the Likert scale would add

richness to the findings and allow the subjects to expand on their responses, rather than being forced to make an either/or dichotomous choice. Further study would be warranted, to determine whether or not the changing method of response influenced the results.

To forestall possible criticism concerning a negativity bias in the survey, a number of questions were reverse coded to create the scale. However, even after the reverse coding, the reliability alpha was .5365.

I then created a four item subscale:

I can make impromptu speeches even on topics about which I have almost no information.

I guess I put on a show to impress or entertain others.

I would probably make a good actor.

I have considered being an entertainer.

(Appendix D, items 4, 5, 6, and 12).

Using these variables, the reliability of this reduced model was much stronger: an alpha of .7782. I had hoped that this study would give further support for the concept of self-monitoring as a measurable construct contributing to the malleability of the self (Aaker 1999) along identification.

As a suggestion for future research, an experiment such as this might be replicated using a different self-monitoring scale. Briggs & Cheek (1988) offered a 25 item self-monitoring scale, which they suggested, corrected some problems inherent in the Snyder-Gangestad scale. Lennox & Wolfe (1984) proposed a

revised self-monitoring scale as well. More recently, Li & Zhang (1998) offered a two-dimensional, 13-item scale. Any or all of these might be used in a replication

Any time a student sample is used, it brings into question the issue of whether they accurately represent the population on the measured dimensions. I believed that college students (who were juniors and seniors) should have given some thought as to their personality and their orientation along traditional-progressive dimensions. But it must be pointed out that while this information was not examined in a demographic sense, most of the students were presupposed to be from this geographical region, which may lead to certain doubts as to their validity as a representative national sample. As such, the generalizability of the study results may be questioned. This leads to another suggestion. This concept should be study using a non-student adult sample more representative of the overall population.

In doing preliminary research for this study, I considered using different types of self-concept as an independent variable. I believe this still has merit. The study could be devised which used actual and desired self-concept, as well as some other dimensions of self-concept that would provide another rich vein of information to contribute to the construct.

Any number of other corporate association dimensions could also be studied to determine their influence on consumer-company identification. The influence of having a company facility in one's hometown as an indicator of C-C identification is one such possibility. This could lead to additional measures to be

used in company marketing strategies, specifically in their marketing

communications.

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APPENDIXES

SURVEY INSTRUMENT – "PROGRESSIVE" VERSION

INSTRUCTIONS

1. Remove the paper clip and read the consent form (next page).

2. If you agree to participate, complete the three separate studies, in order:
    1st: Personality and Marketing Study
    2nd: Student Satisfaction Survey
    3rd: Company Profile Analysis

3. When you have completed the third study, put all of the materials together using the paper clip. (You should take the consent form with you; we do not want it back.) Even though we cannot identify you by name, it is important that all of your materials stay together.

INFORMED CONSENT

PLEASE REMOVE THIS CONSENT FORM AND TAKE IT WITH YOU.

By completing the attached surveys, you are authorizing David Furman or his associates to utilize the information you provide for research purposes. As part of the process, you will complete three brief surveys on marketing-related topics. All surveys will be completed during class; it should take approximately ten (10) minutes to complete the surveys.

All of your answers will be held in confidence; you are completely anonymous, and no records identifying you will be maintained. There should be no appreciable risk to you; the information you provide cannot be harmful in any way. The proposed procedure has been reviewed by the Institutional Review Board at OSU and is consistent with sound research design.

For additional information, you may contact David Furman (405) 624-2414, or the IRB office, 415 Whitehurst, (405) 744-5700.

Your participation is completely voluntary and you will not be penalized if you choose not to participate. You are free to withdraw your consent and end your participation in this project at any time without penalty.

PLEASE REMOVE THIS CONSENT FORM AND TAKE IT WITH YOU.

Personality and Marketing Study

About the Study

The purpose of this study is to identify different "types" of individuals. Please take a few minutes to answer the questions on the following pages. Answer all of the questions, even if you have to guess on some of them or if they seem somewhat repetitive. Please be as honest as possible—no one will know your name or be able to connect your individual responses to you. Thanks.

As you answer the questions, we want to know what you **actually believe is true** about yourself, not what you wish was true or want others to believe.

Please turn the page and begin.

How well does each of the following phrases describe you?

	does not describe at all						describes very well
Introverted	1	2	3	4	5	6	7
Shy	1	2	3	4	5	6	7
Precise	1	2	3	4	5	6	7
Orderly	1	2	3	4	5	6	7
Highly creative	1	2	3	4	5	6	7
Innovative	1	2	3	4	5	6	7
Warm-hearted	1	2	3	4	5	6	7
Kind to others	1	2	3	4	5	6	7
Cautious	1	2	3	4	5	6	7
Touchy	1	2	3	4	5	6	7
Moody more than others	1	2	3	4	5	6	7
Altruistic	1	2	3	4	5	6	7
Modern	1	2	3	4	5	6	7
Progressive	1	2	3	4	5	6	7
Competitive	1	2	3	4	5	6	7
Like to win	1	2	3	4	5	6	7
Old-fashioned	1	2	3	4	5	6	7
Traditional	1	2	3	4	5	6	7
Helpful	1	2	3	4	5	6	7
Compassionate	1	2	3	4	5	6	7
Trustworthy	1	2	3	4	5	6	7
Honest	1	2	3	4	5	6	7
Intelligent	1	2	3	4	5	6	7
Witty	1	2	3	4	5	6	7
Conventional	1	2	3	4	5	6	7
Perceptive	1	2	3	4	5	6	7
Deliberate	1	2	3	4	5	6	7

	strongly disagree					strongly agree	
There have been occasions when I took advantage of someone.	1	2	3	4	5	6	7
I sometimes try to get even rather than forgive and forget.	1	2	3	4	5	6	7
At times I have really insisted on having things my own way.	1	2	3	4	5	6	7
I like to gossip at times.	1	2	3	4	5	6	7
I have never deliberately said something that hurt someone's feelings.	1	2	3	4	5	6	7
I'm always willing to admit it when I make a mistake.	1	2	3	4	5	6	7
I like to keep really busy doing things.	1	2	3	4	5	6	7
I try to cram as much as possible into a day.	1	2	3	4	5	6	7
I find it hard to imitate the behavior of other people.	1	2	3	4	5	6	7
At parties and social gatherings, I do not attempt to do or say things that others will like	1	2	3	4	5	6	7
I can only argue for ideas that I already believe.	1	2	3	4	5	6	7
I can make impromptu speeches even on topics about which I have almost no information.	1	2	3	4	5	6	7
I guess I put on a show to impress or entertain others.	1	2	3	4	5	6	7
I would probably make a good actor.	1	2	3	4	5	6	7
In different situations and with different people, I act like very different persons.	1	2	3	4	5	6	7
I am not particularly good at making other people like me.	1	2	3	4	5	6	7
I'm not always the person I appear to be.	1	2	3	4	5	6	7
I would not change my opinions (or the way I do things) in order to please someone or win their favor.	1	2	3	4	5	6	7
I have considered being an entertainer.	1	2	3	4	5	6	7
I have never been good at games like charades or improvisational acting.	1	2	3	4	5	6	7
I have trouble changing my behavior to suit different people and different situations.	1	2	3	4	5	6	7
At a party I let others keep the jokes and stories going.	1	2	3	4	5	6	7
I feel a bit awkward in public and do not show up quite as well as I should.	1	2	3	4	5	6	7
I can look anyone in the eye and tell a lie with a straight face (if for a right end).	1	2	3	4	5	6	7
I may deceive people by being friendly when I really dislike them.	1	2	3	4	5	6	7

Thank you for your help.

<u>STUDENT SATISFACTION SURVEY</u>

OSU is currently in the process of developing a comprehensive strategic plan across all colleges and departments. One of the key issues in the future will be the assessment of student satisfaction with various aspects of their university experience.

Please help us by providing your current level of satisfaction with each of the following aspects of the university. The focus in this study is <u>physical facilities</u>.

****

How satisfied are you with...
(1 = "very dissatisfied" -- 5 = "very satisfied")

classroom facilities - seating arrangements	1	2	3	4	5
classroom facilities - audio-visual	1	2	3	4	5
classroom facilities - location	1	2	3	4	5
classroom facilities - cleanliness	1	2	3	4	5
library facilities - location	1	2	3	4	5
library facilities - cleanliness	1	2	3	4	5
athletic facilities - football	1	2	3	4	5
athletic facilities - basketball	1	2	3	4	5
athletic facilities - baseball	1	2	3	4	5
athletic facilities - soccer	1	2	3	4	5
computing facilities - locations	1	2	3	4	5
computing facilities - cleanliness	1	2	3	4	5
computing facilities - hours of operation	1	2	3	4	5

What is your major? _____

<u>THANK YOU FOR YOUR INPUT</u>

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Company Profile Analysis

Instructions. Customers, investors, regulators, suppliers, and others sometimes like to know something about the companies with which they deal, but they don't usually want to have long, detailed analyses. On the following page is a new profile format to be included in a new type of guidebook to provide basic information about companies headquartered in the United States (a similar guidebook is being prepared for the 500 largest globally-based companies).

Please read the description of the Babson Company that is shown on the following page. The company's profile provides a quick analysis of various aspects of the firm. Review the profile carefully, then turn to the next page and answer some questions about the company profile and its format.

COMPANY PROFILE: # The Babson Company
(Boston, Massachusetts)

The Babson Company was founded in 1961 by James Babson in Boston, MA. Initially, Babson produced steam boilers for heating industrial applications. After a period of growth during the 1970s, the company expanded into heating and air conditioning for both residential and commercial applications. Currently, the company earns 65% of its revenues from consumer products (heating units, air conditioning units, temperature controls). The company is among the industry leaders, with 19% market share among commercial applications and 21% market share among residential applications over the first three quarters of 2003.

COMPANY ANALYSIS

Although Porter Manufacturing, the other leading company in the industry, is known for its conservative nature and careful adoption of new technologies, the Babson Company takes pride in its ability to take risks, even if income streams are not always steady (average return on investment of 14% over the most recent 5-year period to lead the industry). Indeed, the company regularly uses phrases such as "cutting-edge," "risk-takers," and "aggressive" in its advertising. Simply put, the Babson Company strives to produce excellence with new markets and new products whenever possible.

COMPANY REPORT CARD

Product Quality:	☆☆☆☆
Financial Performance:	☆☆☆☆
Outlook:	☆☆☆☆

OVERALL EVALUATION: VERY GOOD

☆ = poor, ☆☆ = fair, ☆☆☆ = average, ☆☆☆☆ = very good, ☆☆☆☆☆ = excellent

(1) Imagine that the circle at the left in each row represents <u>your own personal identity</u> and the other circle at the right represents the <u>Babson Company's identity</u>. Please indicate which one case (A, B, C, D, E, F, G, or H) best describes the level of overlap between your identity and the company's identity. CIRCLE only one letter on the following scale:

My Company
Identity Identity

A	◯　◯	Far Apart
B	◯◯	Close Together but Separate
C	◯◯	Very Small Overlap
D	◯◯	Small Overlap
E	◯◯	Moderate Overlap
F	◯◯	Large Overlap
G	◯◯	Very Large Overlap
H	◯	Complete Overlap

Circle one letter →

---

(2) Please indicate to what degree your self-image overlaps with the company's image.

not at all   1   2   3   4   5   6   7   very much

---

(3) Based on the profile, what is your overall evaluation of the <u>Babson Company</u>?

Unfavorable   1   2   3   4   5   6   7   Favorable

(4) This is a company for which I would probably <u>like to work</u>.

strongly disagree   1   2   3   4   5   6   7   strongly agree

(5) This is a company in which I would probably <u>like to invest money</u>.

strongly disagree   1   2   3   4   5   6   7   strongly agree

(6) If I were purchasing this type of product for my company, this is the kind of company from which I would like to purchase products.

strongly disagree   1   2   3   4   5   6   7   strongly agree
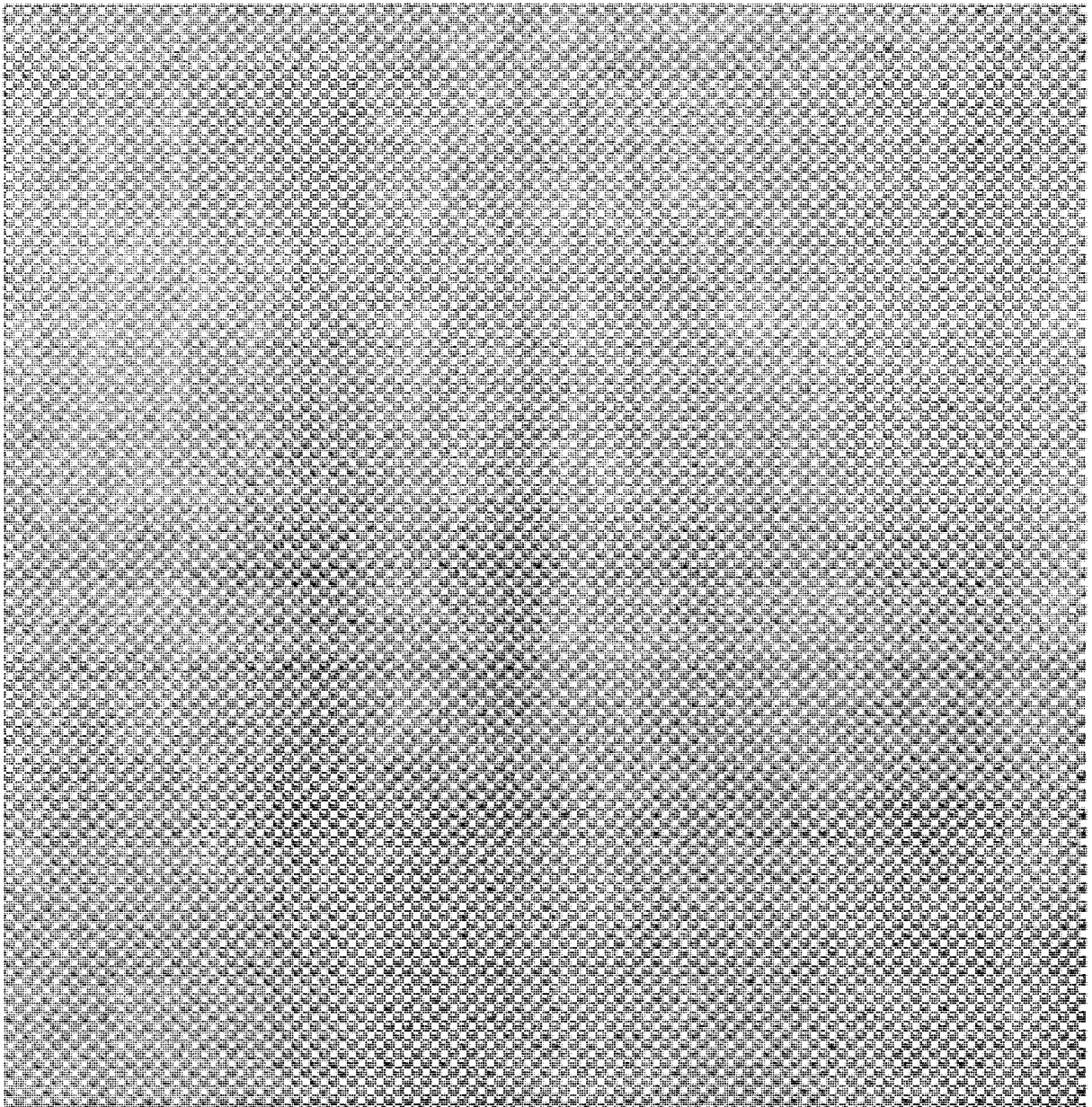
(7) Based on the profile, how would you describe the Babson Company? (choose one)

☐   Traditional

☐   Progressive

Please tell us in your own words what you believe this study is about:

_____

_____

_____

_____

☐ no idea

****

IMPORTANT -- PLEASE READ
****

The purpose of this project is to better understand how consumers feel about and react to companies. In particular, we are interested in understanding whether or not it matters that your personal attributes match those of the company. The first and third surveys were related to each other. We couldn't tell you this at the beginning, because it might have changed the manner in which you answered the questions. The company described in the third survey is fictitious.

This is part of an ongoing research project, so please do not discuss what you have read with other students. Thank you for your participation.

Having read this description of the project, if you believe that you guessed what the project was about, please check the appropriate box below. (You are anonymous to us, so please be as candid as possible.)

☐   **I believe that I knew what the project was about and think that this may have caused me to change my answers to one or more questions.**

☐   **I believe that I knew what the project was about, BUT DO NOT think that this caused me to change my answers to one or more questions.**

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SURVEY INSTRUMENT – "TRADITIONAL" VERSION

INSTRUCTIONS

1.   Remove the paper clip and read the consent form (next page).

2.   If you agree to participate, complete the three separate studies, in order:
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2nd: Student Satisfaction Survey
3rd: Company Profile Analysis

3.   When you have completed the third study, put all of the materials together using the paper clip. (You should take the consent form with you; we do not want it back.) Even though we cannot identify you by name, it is important that all of your materials stay together.

INFORMED CONSENT

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All of your answers will be held in confidence; you are completely anonymous, and no records identifying you will be maintained. There should be no appreciable risk to you; the information you provide cannot be harmful in any way. The proposed procedure has been reviewed by the Institutional Review Board at OSU and is consistent with sound research design.

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Personality and Marketing Study

About the Study

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Orderly	1	2	3	4	5	6	7
Highly creative	1	2	3	4	5	6	7
Innovative	1	2	3	4	5	6	7
Warm-hearted	1	2	3	4	5	6	7
Kind to others	1	2	3	4	5	6	7
Cautious	1	2	3	4	5	6	7
Touchy	1	2	3	4	5	6	7
Moody more than others	1	2	3	4	5	6	7
Altruistic	1	2	3	4	5	6	7
Modern	1	2	3	4	5	6	7
Progressive	1	2	3	4	5	6	7
Competitive	1	2	3	4	5	6	7
Like to win	1	2	3	4	5	6	7
Old-fashioned	1	2	3	4	5	6	7
Traditional	1	2	3	4	5	6	7
Helpful	1	2	3	4	5	6	7
Compassionate	1	2	3	4	5	6	7
Trustworthy	1	2	3	4	5	6	7
Honest	1	2	3	4	5	6	7
Intelligent	1	2	3	4	5	6	7
Witty	1	2	3	4	5	6	7
Conventional	1	2	3	4	5	6	7
Perceptive	1	2	3	4	5	6	7
Deliberate	1	2	3	4	5	6	7

	strongly disagree					strongly agree

There have been occasions when I took advantage of someone. 1 2 3 4 5 6 7

I sometimes try to get even rather than forgive and forget. 1 2 3 4 5 6 7

At times I have really insisted on having things my own way. 1 2 3 4 5 6 7

I like to gossip at times. 1 2 3 4 5 6 7

I have never deliberately said something that hurt someone's feelings. 1 2 3 4 5 6 7

I'm always willing to admit it when I make a mistake. 1 2 3 4 5 6 7

I like to keep really busy doing things. 1 2 3 4 5 6 7

I try to cram as much as possible into a day. 1 2 3 4 5 6 7

I find it hard to imitate the behavior of other people. 1 2 3 4 5 6 7

At parties and social gatherings, I do not attempt to do or say things 1 2 3 4 5 6 7
 that others will like

I can only argue for ideas that I already believe. 1 2 3 4 5 6 7

I can make impromptu speeches even on topics about which 1 2 3 4 5 6 7
 I have almost no information.

I guess I put on a show to impress or entertain others. 1 2 3 4 5 6 7

I would probably make a good actor. 1 2 3 4 5 6 7

In different situations and with different people, I act like very 1 2 3 4 5 6 7
 different persons.

I am not particularly good at making other people like me. 1 2 3 4 5 6 7

I'm not always the person I appear to be. 1 2 3 4 5 6 7

I would not change my opinions (or the way I do things) in order to 1 2 3 4 5 6 7
 please someone or win their favor.

I have considered being an entertainer. 1 2 3 4 5 6 7

I have never been good at games like charades or improvisational 1 2 3 4 5 6 7
 acting.

I have trouble changing my behavior to suit different people 1 2 3 4 5 6 7
 and different situations.

At a party I let others keep the jokes and stories going. 1 2 3 4 5 6 7

I feel a bit awkward in public and do not show up quite as well 1 2 3 4 5 6 7
 as I should.

I can look anyone in the eye and tell a lie with a straight face 1 2 3 4 5 6 7
 (if for a right end).

I may deceive people by being friendly when I really dislike them. 1 2 3 4 5 6 7

Thank you for your help.

<u>STUDENT SATISFACTION SURVEY</u>

OSU is currently in the process of developing a comprehensive strategic plan across all colleges and departments. One of the key issues in the future will be the assessment of student satisfaction with various aspects of their university experience.

Please help us by providing your current level of satisfaction with each of the following aspects of the university. The focus in·this study is <u>physical facilities</u>.

****

How satisfied are you with...
(1 = "very dissatisfied" -- 5 = "very satisfied")

classroom facilities – seating arrangements	1	2	3	4	5
classroom facilities – audio-visual	1	2	3	4	5
classroom facilities – location	1	2	3	4	5
classroom facilities – cleanliness	1	2	3	4	5
library facilities – location	1	2	3	4	5
library facilities – cleanliness	1	2	3	4	5
athletic facilities – football	1	2	3	4	5
athletic facilities – basketball	1	2	3	4	5
athletic facilities – baseball	1	2	3	4	5
athletic facilities – soccer	1	2	3	4	5
computing facilities - locations	1	2	3	4	5
computing facilities - cleanliness	1	2	3	4	5
computing facilities - hours of operation	1	2	3	4	5

What is your major? _____

<u>THANK YOU FOR YOUR INPUT</u>

Company Profile Analysis

Instructions. Customers, investors, regulators, suppliers, and others sometimes like to know something about the companies with which they deal, but they don't usually want to have long, detailed analyses. On the following page is a new profile format to be included in a new type of guidebook to provide basic information about companies headquartered in the United States (a similar guidebook is being prepared for the 500 largest globally-based companies).

Please read the description of the Babson Company that is shown on the following page. The company's profile provides a quick analysis of various aspects of the firm. Review the profile carefully, then turn to the next page and answer some questions about the company profile and its format.

COMPANY PROFILE: # The Babson Company
(Boston, Massachusetts)

The Babson Company was founded in 1961 by James Babson in Boston, MA. Initially, Babson produced steam boilers for heating industrial applications. After a period of growth during the 1970s, the company expanded into heating and air conditioning for both residential and commercial applications. Currently, the company earns 65% of its revenues from consumer products (heating units, air conditioning units, temperature controls). The company is among the industry leaders, with 19% market share among commercial applications and 21% market share among residential applications over the first three quarters of 2003.

COMPANY ANALYSIS

Although Porter Manufacturing, the other leading company in the industry, is known for its forward-thinking nature and aggressive adoption of new technologies, the Babson Company takes pride in its ability to follow a low-risk strategy, to produce steady income streams (average return on investment of 14% over the most recent 5-year period to lead the industry). Indeed, the company regularly uses phrases such as "safe," "low-risk," and "careful" in its advertising. Simply put, the Babson Company strives to maintain excellence with new markets and products the company knows well.

COMPANY REPORT CARD

Product Quality: ☆☆☆☆

Financial Performance: ☆☆☆☆

Outlook: ☆☆☆☆

OVERALL EVALUATION: **VERY GOOD**

☆ = poor, ☆☆ = fair, ☆☆☆ = average, ☆☆☆☆ = very good, ☆☆☆☆☆ = excellent

(1) Imagine that the circle at the left in each row represents <u>your own personal identity</u> and the other circle at the right represents the <u>Babson Company's identity</u>. Please indicate which one case (A, B, C, D, E, F, G, or H) best describes the level of overlap between your identity and the company's identity. CIRCLE only one letter on the following scale:

My Company
<u>Identity</u>   <u>Identity</u>

A	○ ○	Far Apart
B	○ ○	Close Together but Separate
C	∞	Very Small Overlap
D	⊗	Small Overlap
E	⊗	Moderate Overlap
F	⊗	Large Overlap
G	⊗	Very Large Overlap
H	○	Complete Overlap

Circle one letter →

---

(2) Please indicate to what degree your self-image overlaps with the company's image.

not at all   1 2 3 4 5 6 7   very much

---

(3) Based on the profile, what is your overall evaluation of the <u>Babson Company</u>?

Unfavorable   1   2   3   4   5   6   7   Favorable

(4) This is a company for which I would probably <u>like to work</u>.

strongly disagree   1   2   3   4   5   6   7   strongly agree

(5) This is a company in which I would probably <u>like to invest money</u>.

strongly disagree   1   2   3   4   5   6   7   strongly agree

(6) If I were purchasing this type of product for my company, this is the kind of company from which I would like to purchase products.
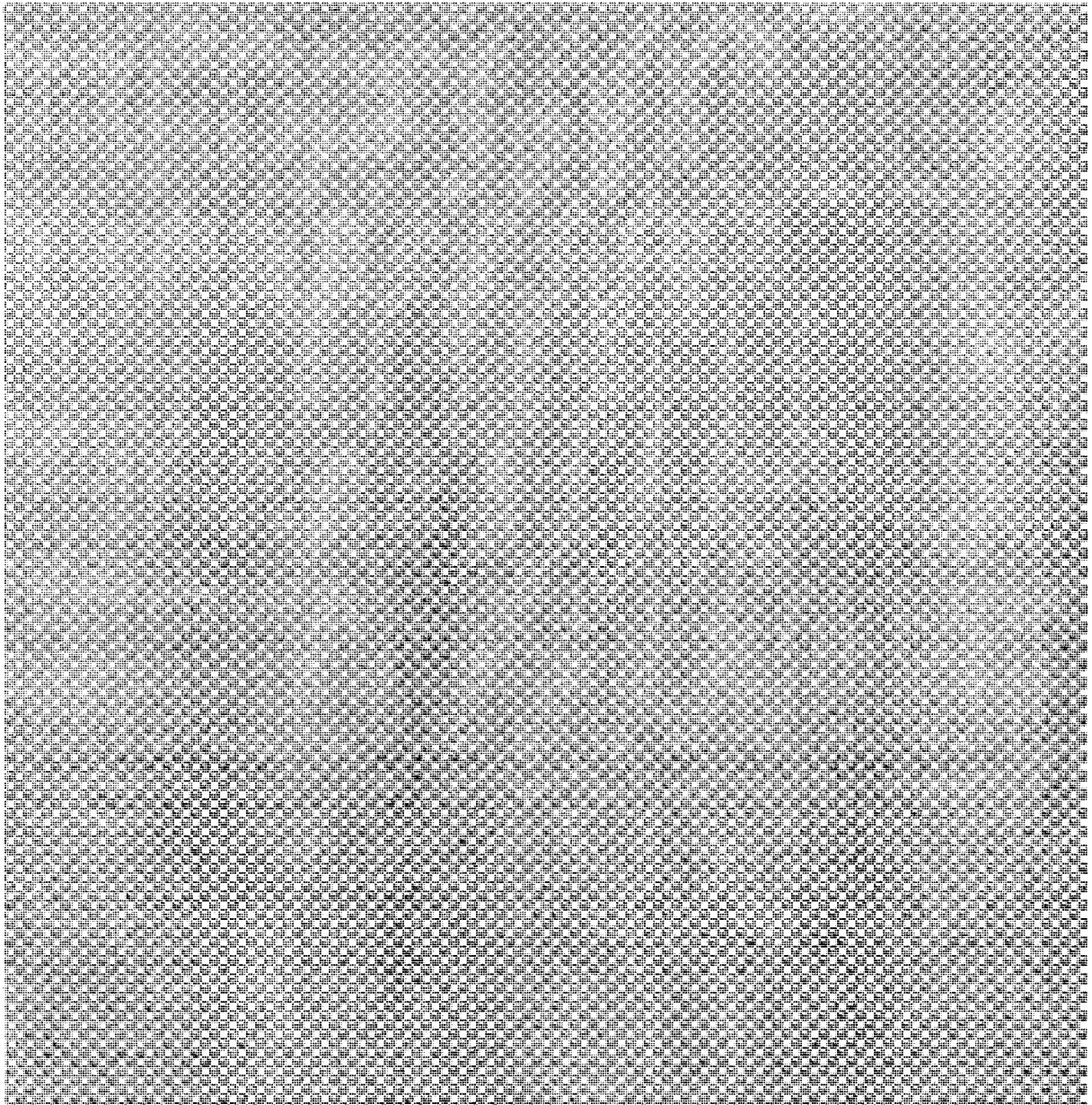
strongly disagree   1   2   3   4   5   6   7   strongly agree

(7) Based on the profile, how would you describe the Babson Company? (choose one)

☐   Traditional

☐   Progressive

Please tell us in your own words what you believe this study is about:

_____

_____

_____

_____

☐ no idea

****

IMPORTANT -- PLEASE READ
****

The purpose of this project is to better understand how consumers feel about and react to companies. In particular, we are interested in understanding whether or not it matters that your personal attributes match those of the company. The first and third surveys were related to each other. We couldn't tell you this at the beginning, because it might have changed the manner in which you answered the questions. The company described in the third survey is fictitious.

This is part of an ongoing research project, so please do not discuss what you have read with other students. Thank you for your participation.

Having read this description of the project, if you believe that you guessed what the project was about, please check the appropriate box below. (You are anonymous to us, so please be as candid as possible.)

☐ **I believe that I knew what the project was about and think that this may have caused me to change my answers to one or more questions.**

☐ **I believe that I knew what the project was about, BUT DO NOT think that this caused me to change my answers to one or more questions.**

****

Thank you for your contribution to this project.

SOCIALLY DESIRABLE RESPONDING SCALE

Socially Desirable Responding 6 point scale

("strongly disagree-strongly agree")

There have been occasions when I took advantage of someone.

I sometimes try to get even rather than forgive and forget.

At times I have really insisted on having things my own way.

I like to gossip at times.

I have never deliberately said something that hurt someone's feelings.

I'm always willing to admit it when I make a mistake.

18 ITEM SELF-MONITORING SCALE

18 Item Self monitoring scale (Snyder and Gingestad 1986):

1. I find it hard to imitate the behavior of other people.
2. At parties and social gatherings, I do not attempt to do or say things that others will like.
3. I can only argue for ideas that I already believe.
4. I can make impromptu speeches even on topics about which I have almost no information.
5. I guess I put on a show to impress or entertain others.
6. I would probably make a good actor.
7. In a group of people I am rarely the center of attention.
8. In different situations and with different people, I act like very different persons.
9. I am not particularly good at making other people like me.
10. I'm not always the person I appear to be.
11. I would not change my opinions (or the way I do things) in order to please someone or win their favor.
12. I have considered being an entertainer.
13. I have never been good at games like charades or improvisational acting.
14. I have trouble changing my behavior to suit different people and different situations.
15. At a party I let others keep the jokes and stories going.
16. I may deceive people by being friendly when I really dislike them I feel a bit awkward in public and do not show up quite as well as I should.
17. I can look anyone in the eye and tell a lie with a straight face (if for a right end).
18. I may deceive people by being friendly when I really dislike them.

INFORMED CONSENT

PLEASE REMOVE THIS CONSENT FORM AND TAKE IT WITH YOU.

By completing the attached surveys, you are authorizing David Furman or his associates to utilize the information you provide for research purposes. As part of the process, you will complete three brief surveys on marketing-related topics. All surveys will be completed during class; it should take approximately ten (10) minutes to complete the surveys.

All of your answers will be held in confidence; you are completely anonymous, and no records identifying you will be maintained. There should be no appreciable risk to you; the information you provide cannot be harmful in any way. The proposed procedure has been reviewed by the Institutional Review Board at OSU and is consistent with sound research design.

For additional information, you may contact David Furman (405) 624-2414, or the IRB office, 415 Whitehurst, (405) 744-5700.

Your participation is completely voluntary and you will not be penalized if you choose not to participate. You are free to withdraw your consent and end your participation in this project at any time without penalty.

PLEASE REMOVE THIS CONSENT FORM AND TAKE IT WITH YOU.

APPENDIX F

IRB FORM

Oklahoma State University
Institutional Review Board

Protocol Expires: 4/15/2005

Date: Friday, April 16, 2004   IRB Application No   BU0426

Proposal Title: Understanding Consumer-Company Identification: The Interactive Relationship of
Corporate Associations and Self-Schema

Principal
Investigator(s):

David Furman   Tom Brown
501 Greenbriar Circle   343 CBA
Stillwater, OK 74075   Stillwater, OK 74078

Reviewed and
Processed as: Exempt

Approval Status Recommended by Reviewer(s):   Approved *

Dear PI

Your IRB application referenced above has been approved for one calendar year. Please make note of the
expiration date indicated above. It is the judgment of the reviewers that the rights and welfare of individuals
who may be asked to participate in this study will be respected, and that the research will be conducted in a
manner consistent with the IRB requirements as outlined in section 45 CFR 46.

As Principal Investigator, it is your responsibility to do the following:

1. Conduct this study exactly as it has been approved. Any modifications to the research protocol
    must be submitted with the appropriate signatures for IRB approval.
2. Submit a request for continuation if the study extends beyond the approval period of one calendar year.
    This continuation must receive IRB review and approval before the research can continue.
3. Report any adverse events to the IRB Chair promptly. Adverse events are those which are
    unanticipated and impact the subjects during the course of this research; and
4. Notify the IRB office in writing when your research project is complete.

Please note that approved protocols are subject to monitoring by the IRB and that the IRB office has the
authority to inspect research records associated with this protocol at any time. If you have questions about
the IRB procedures or need any assistance from the Board, please contact me in 415 Whitehurst (phone: 405-
744-5700, colson@okstate.edu).
Sincerely,

Carol Olson
Institutional Review Board

*NOTE: In the research plan you discuss the possibility that some course instructors may offer extra credit for participation.
Since you do not propose this in the application, nor discuss it in the consent document, to be consistent and
equitable, no class should offer extra credit for participation.

VITA ን

David M. Furman

Candidate for the Degree of

Doctor of Philosophy

Dissertation: UNDERSTANDING CONSUMER-COMPANY IDENTIFICATION:
THE INTERACTIVE RELATIONSHIP OF CORPORATE
ASSOCIATIONS AND SELF-SCHEMA

Major Field: Business Administration

Biographical:

Education: Graduated from Horton Watkins High School, Ladue, Missouri
in June 1964; received Bachelor of Arts degree from Coe College,
Cedar Rapids, Iowa in June 1968; received Master of Business
Administration degree from Southern Illinois University at
Edwardsville in March 1983. Completed the requirements for the
Doctor of Philosophy degree with a major in Marketing at Oklahoma
State University in July 2004.

Experience: Twenty-one years of marketing experience at three different
firms in the areas of retailing, wholesaling, and personal selling.
Three years as an Assistant Professor of Marketing at Lindenwood
University in St. Charles, Missouri; one year as a Visiting Professor
of Marketing at Minnesota State University Moorhead in Moorhead,
Minnesota; and four years as a Graduate Teaching Assistant at
Oklahoma State University.

Professional Memberships: Association for Marketing Association.